



# ***GCSS-Army Program Overview to AMC G3, MG Stevenson***

COL David W. Coker

Project Manager, Logistics Integration Systems (PM LIS)

*26 September  
2003*

# Agenda



## □ **PM LIS**

**COL Dave Coker**

- Organization
- Mission throughout Army Transition
- GCSS-Army Oversight Structure

## □ **PM ELS - GCSS-Army Program Status**

**LTC Bob Zoppa**

- GCSS-Army in the SALE
- Schedule
- ERP Lifecycle & DoD 5000
- ERP Implementation Phases
- Evaluation & Project Preparation Phase Overview
- Near Term Actions
- Risks
- Project Health
- Help from AMC
- Summary

# PM LIS Organization



**Assistant Secretary of the Army for Acquisition,  
Logistics, & Technology**

**The Honorable Claude M. Bolton, Jr. - ASAALT      LTG John Caldwell -  
Military Deputy**

**Information Systems**

**Mr. Kevin Carroll - PEO      Mr. Greg Kee - DPEO Info  
Systems**

**Project Manager Logistics  
Information Systems  
(PM LIS)**

**COL David Coker - PM      Mr. James  
Washburn - DPM**

**LNOs (Contract Support)**

**Tom Grant (Pentagon)  
Frank Barolet (USAREUR)  
Mark Erskine (FT Hood)**

As of 1 Oct 03

**Enterprise Logistics Systems (ELS)**

**Product Mgr - LTC Robert Zoppa**

**Automated Logistics & Info Systems (ALIS)**

**Product Mgr - Mr. Michael Verville**

**ULLS/SPBS-R      SAMS      SAAS      FMTP**

**Movement Tracking System (MTS)**

**Product Mgr - LTC James Bass**

**Joint Computer-aided Acquisition Logistics Support (JCALS)**

**Assist Proj Mgr - Mr. Sepka**

**Data Digitization (TLDD)**

**Assist Proj Mgr - MAJ Joe Jefferson**

Co-located SEC Matrix Support

**Business Management Division (BMD)**

**Chief - Ms. Connie Marcum**

**Operations & Readiness Management Division (ORMD)**

**Chief - LTC Gregg Barisano**

**Technical Support Division (FLED)**

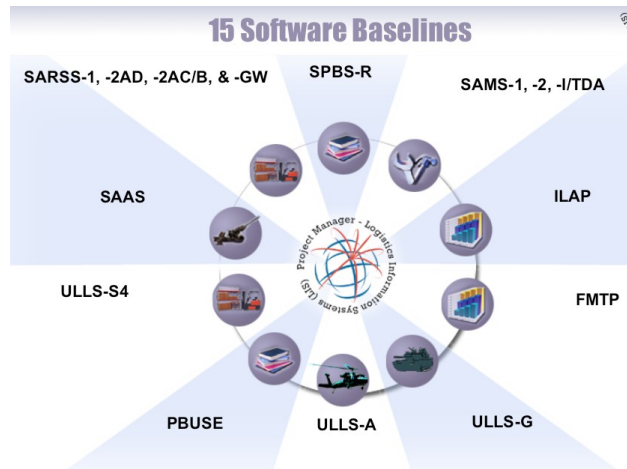
**Director - LTC Nick Castrinos**

# Tactical Logistics Ahead

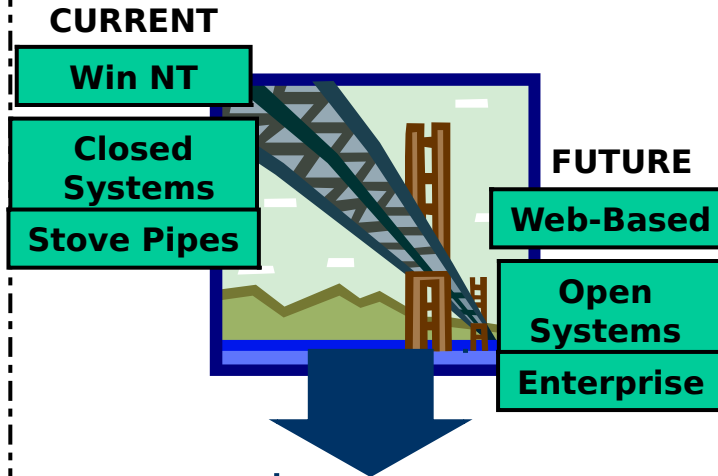
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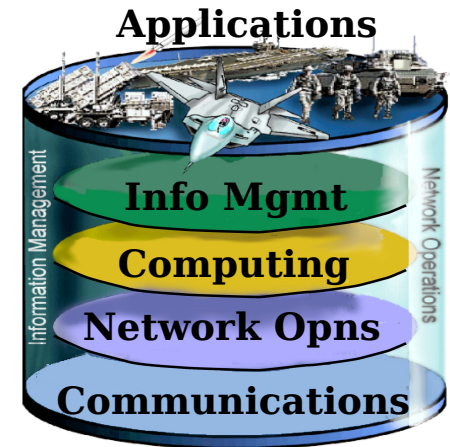
## CURRENT SYSTEMS



## STRYKER SYSTEMS



## FUTURE SYSTEMS



**FY03**

- Hardware Obsolescence
- Security Vulnerabilities
- Old Software Technologies
- Lack Adequate Communications
- Lack Funding to Stabilize Workforce
- Components Not Available

**FY04-FY07**

- Migrate ULLS A/G to Windows 2000
- Migrate Off Of Windows NT
- Consolidate to a Common COTS Hardware Platform to Reduce LOG Footprint
- Insert New Technologies to Meet Required Mission Critical Needs
- Continue Fielding of PBUSE

**FY08+**

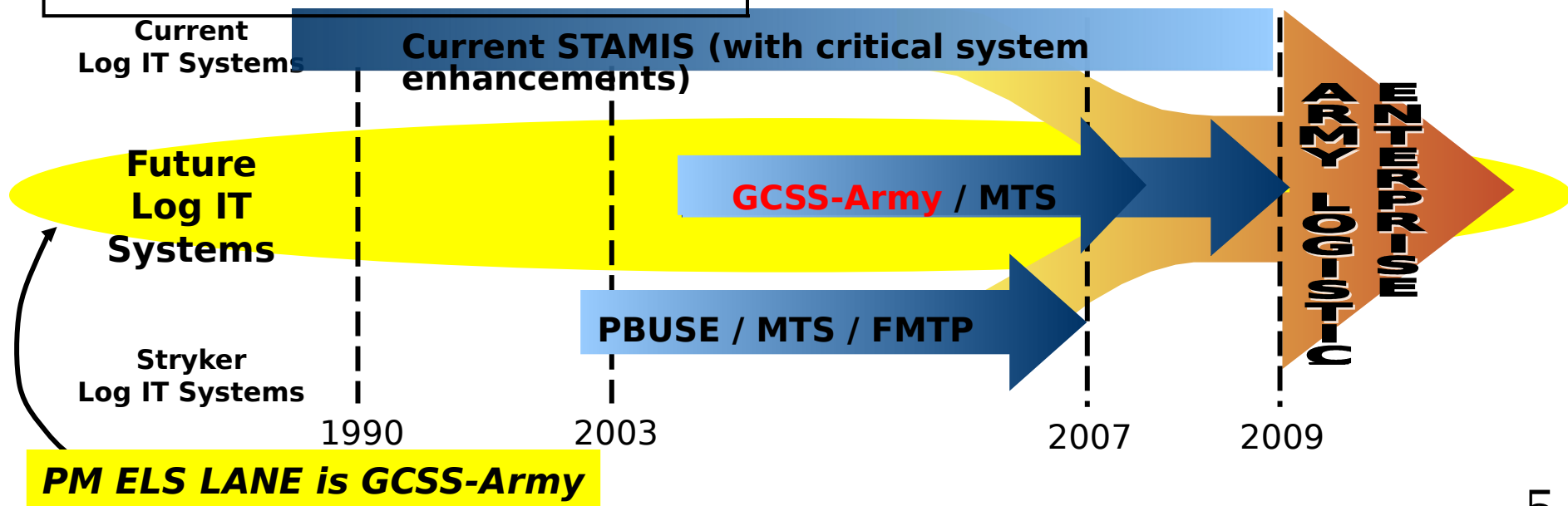
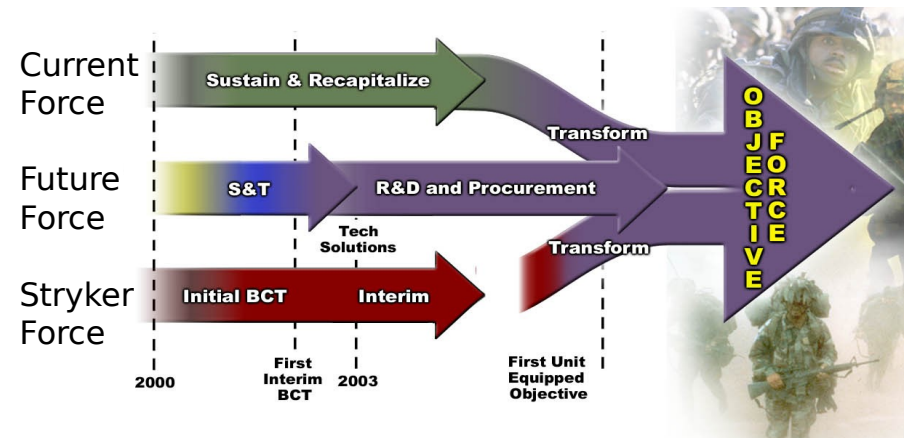
- Enterprise-wide Integration
- Open Architecture
- Latest Technologies
- Employ Industry Best Practices
- Web-Based
- Complete Asset Visibility and Financial Management

# PM LIS Mission throughout transformation



**Direct acquisition management, development, implementation, deployment, training, and sustainment of assigned systems throughout their program lifecycle.**

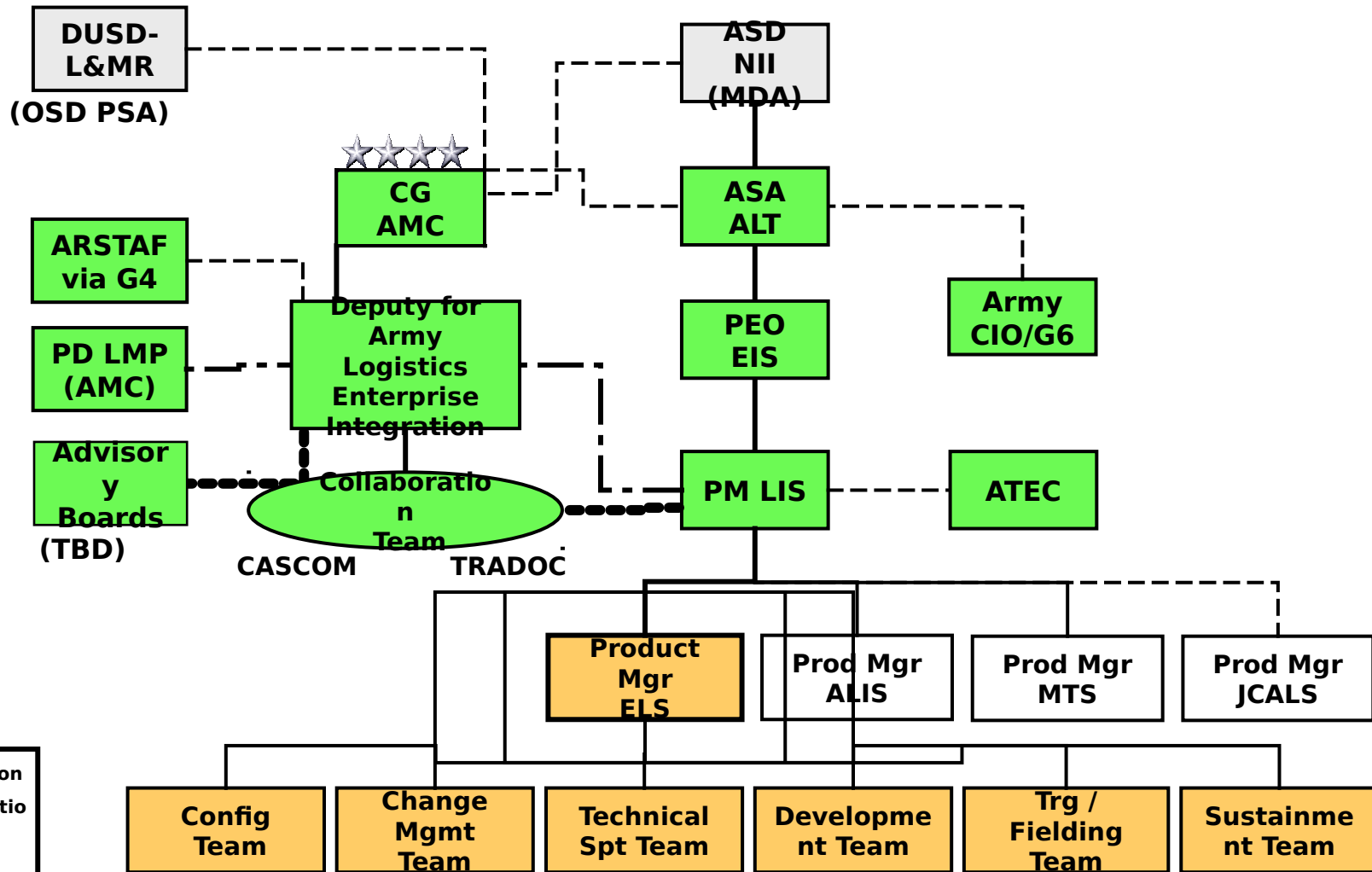
**Focus PM LIS programs on Army Transformation & Enterprise Management to effectively Arm, Fuel, Fix, Move & Sustain the Force**



# GCSS Army ERP Management Structure (as briefed to 5 Nov 02 ASARC)

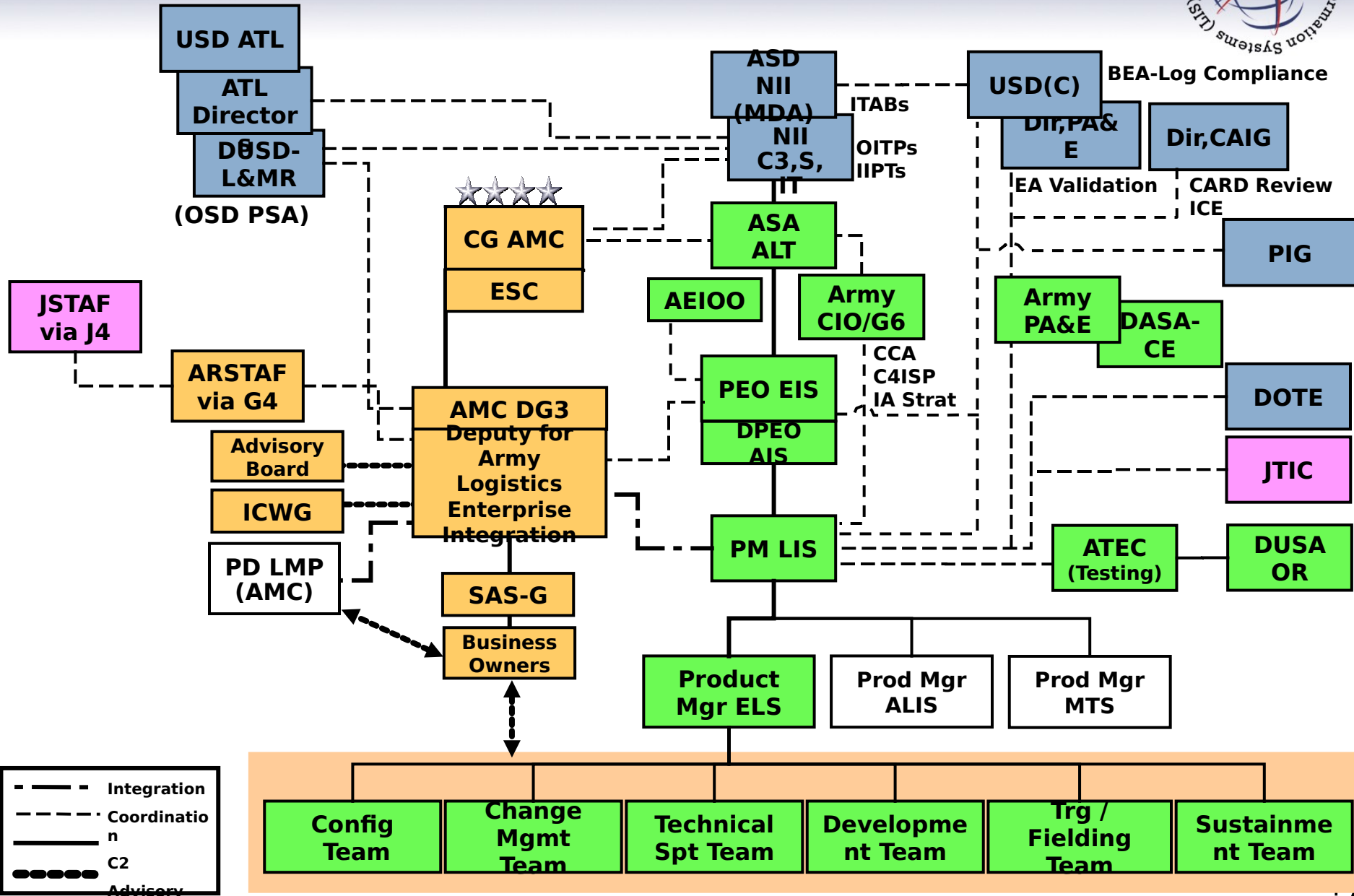


**Unique Management Structure to ensure  
Integration between the components of the  
Single Army Logistics Enterprise**



# GCSS Army ERP Management Spheres of Influence

Significant impact of DoD Oversight



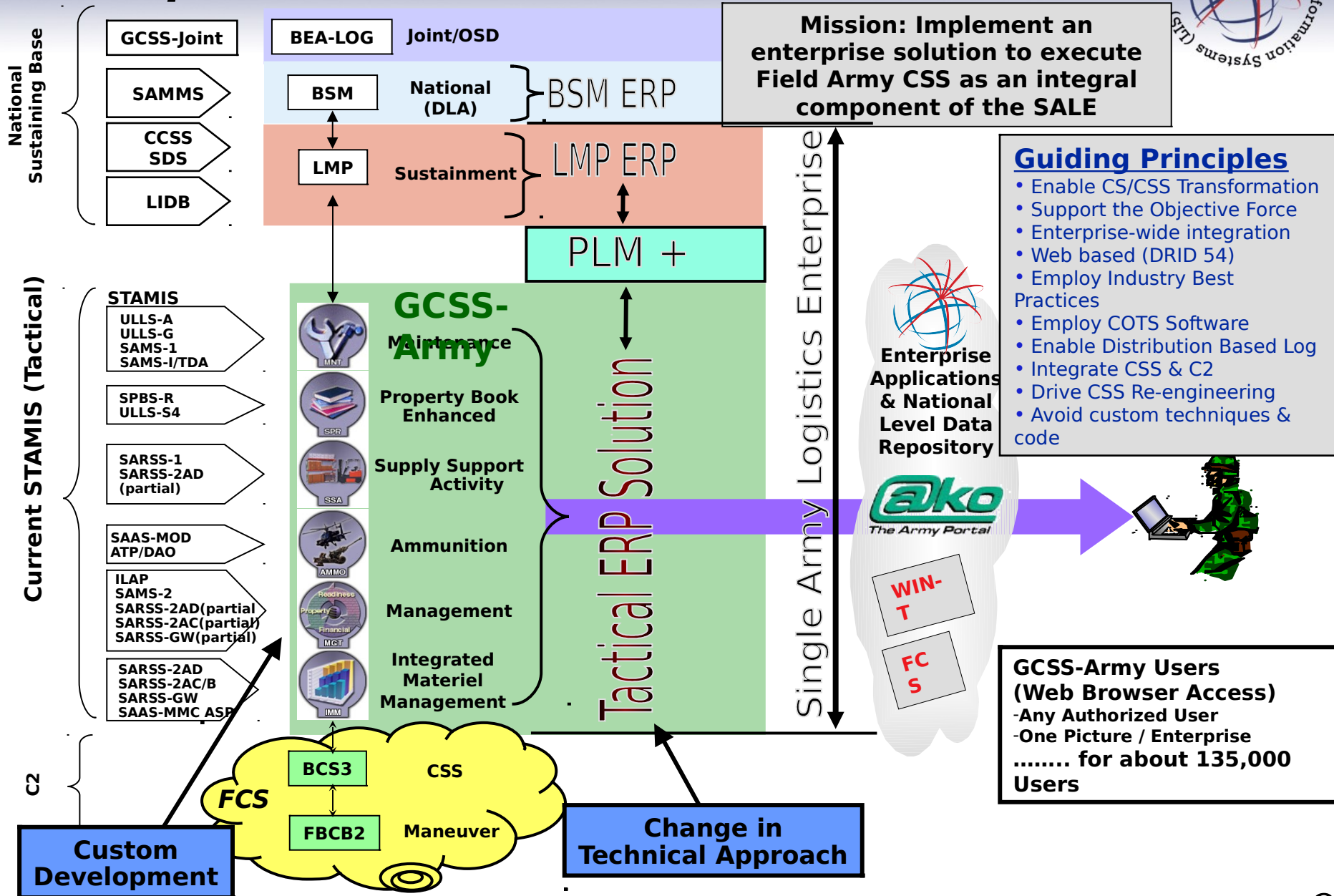


# ***GCSS-Army Program Status***

LTC Robert Zoppa

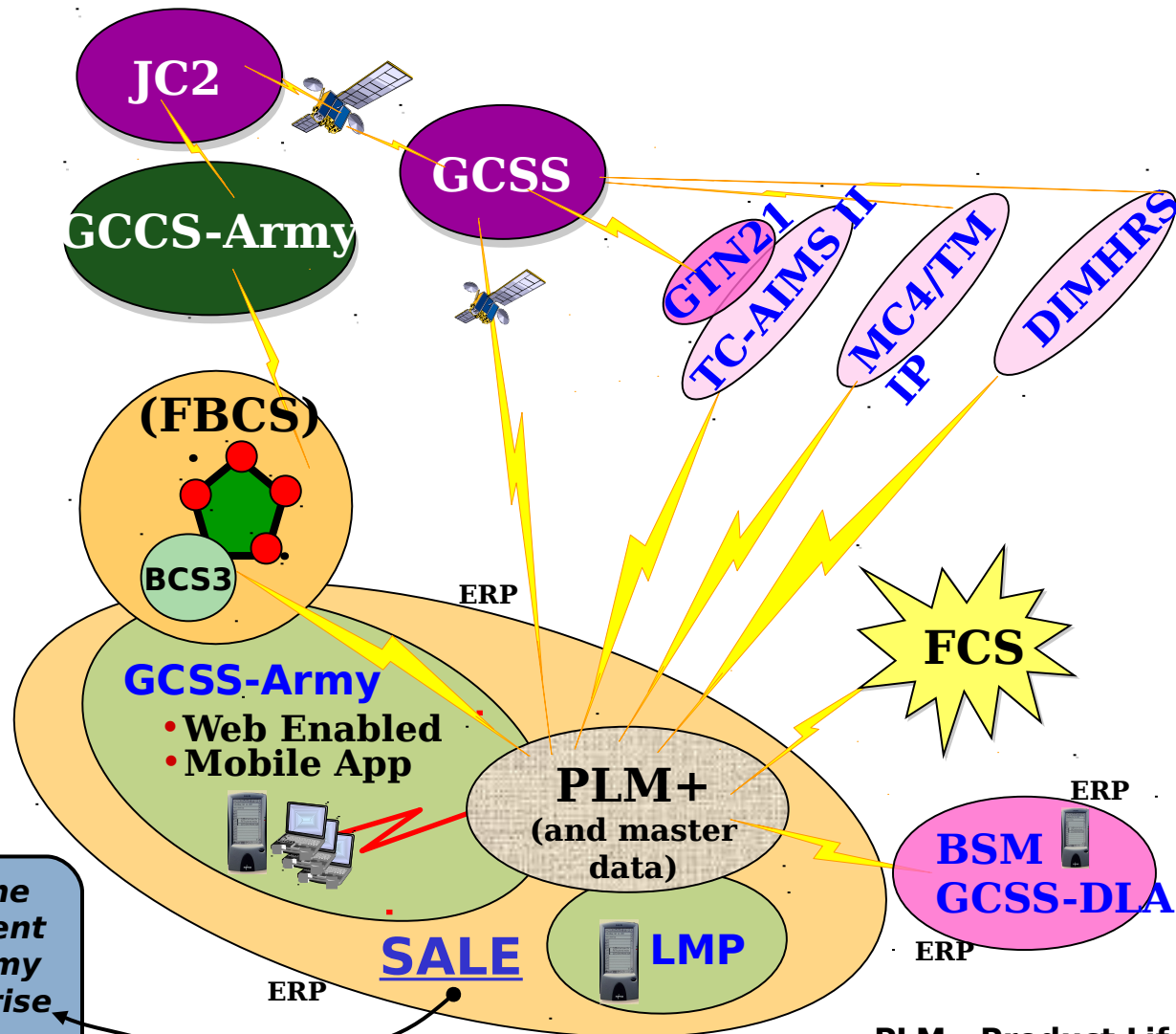
Product Manager, Enterprise Logistics Systems (PM ELS)

# GCSS-Army in the Single Army Logistics Enterprise



# GCSS-Army in the Operational Architecture

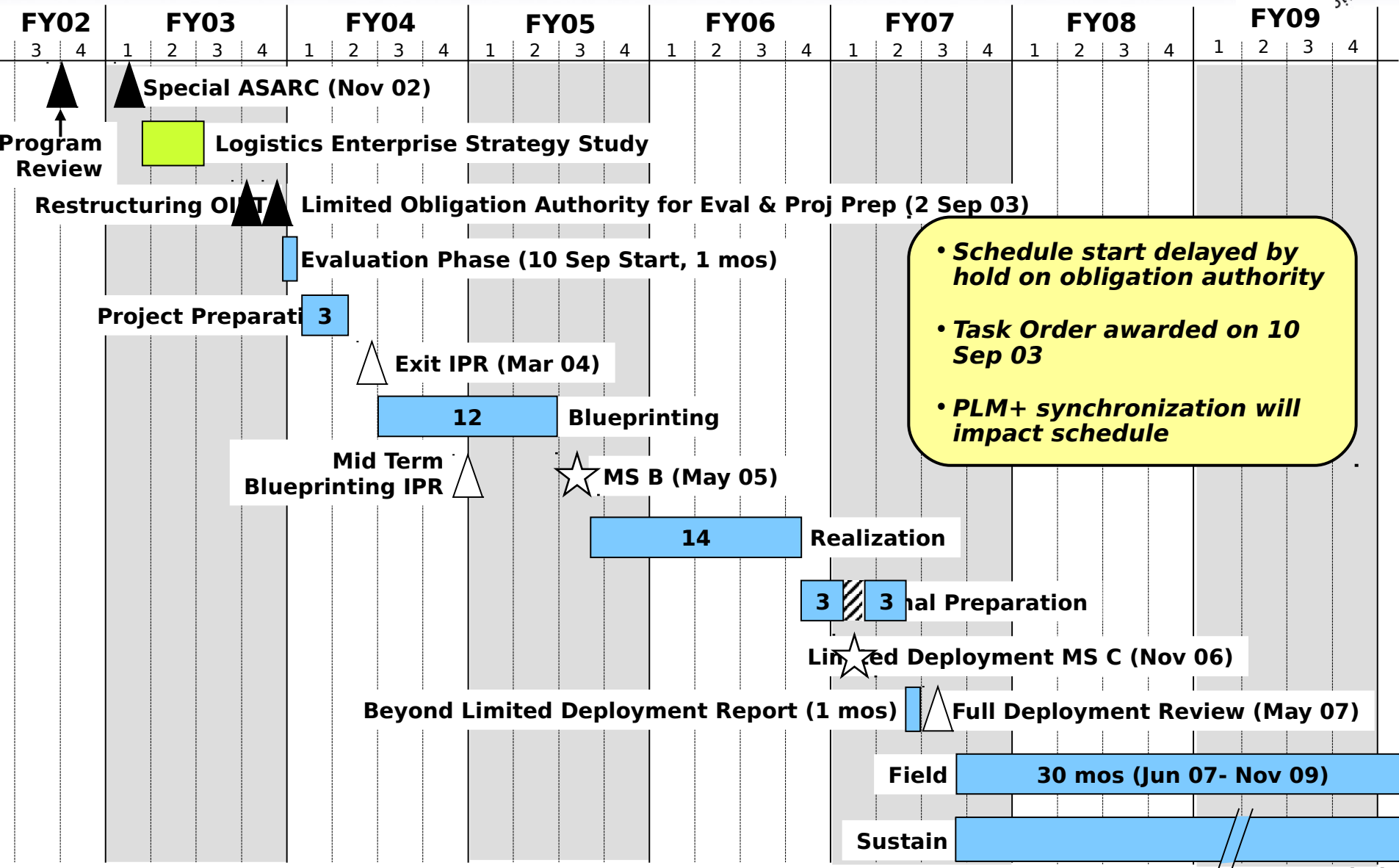
(as described in the GCSS-Army ORD)



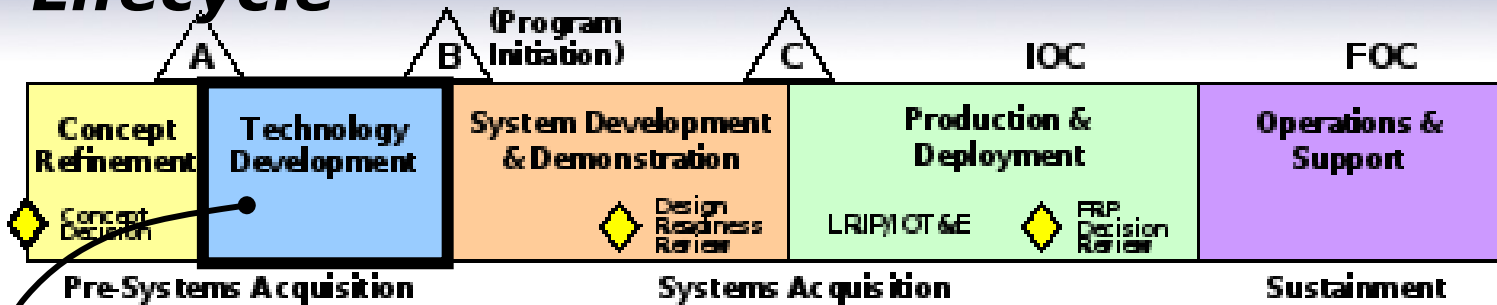
GCSS-Army is the tactical component of the Single Army Logistics Enterprise (SALE)

PLM - Product Lifecycle Management  
MDM - Master Data Management

# GCSS-Army ERP Implementation Schedule



# ERP Schedule Correlation to DoD 5000 Lifecycle



|                                                     |                                                                                      |                                                                                          |  |
|-----------------------------------------------------|--------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------|--|
| Entry: Concept Decision<br>Concept Refinement Phase | <b>We are here</b>                                                                   | <b>Has not been a clean fit. Moving slowing. Check points being added along the way.</b> |  |
| Entry: MS A                                         | Evaluation Phase                                                                     |                                                                                          |  |
| Technology Development Phase                        | Project Preparation Phase & Exit OIPT<br>Blueprinting Phase<br>Mid Point  OIPT  MS B | <b>Lifecycle may change pending decisions on roll out strategy</b>                       |  |
| Entry: MS B                                         | Realization Phase                                                                    |                                                                                          |  |
| System Development & Demonstration Phase            | Final Preparation Phase<br>MS C, Ltd Deployment Decision   Full Deployment Review    |                                                                                          |  |
| Entry: MS C                                         |                                                                                      |                                                                                          |  |
| Production & Deployment                             |                                                                                      | Field Phase                                                                              |  |
| Operations & Support                                |                                                                                      | Sustain Phase                                                                            |  |

# High Level Project Phase Descriptions



Implemented through a unique ERP Project Lifecycle



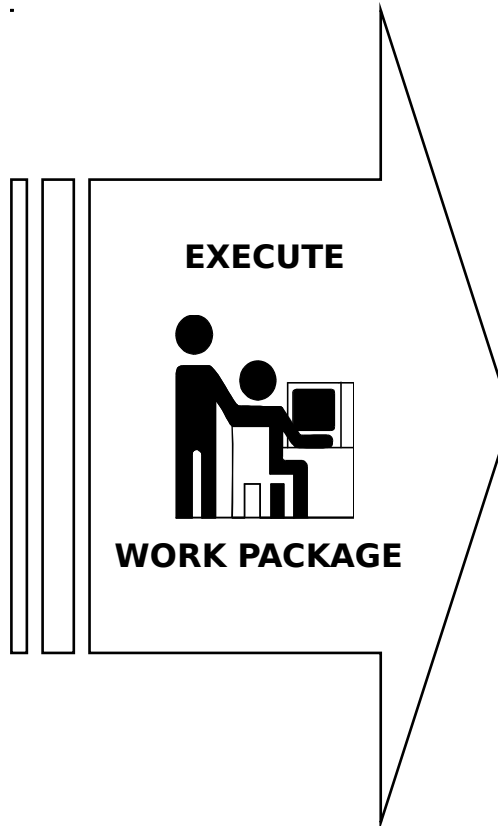
- ☐ **Evaluation - High Level Strategies**
- ☐ **Project Preparation - Detailed Plans, Procedures, & Roll Out Strategy**
- ☐ **Blueprint - System, Process & Organization Design**
- ☐ **Realization - System Configured, Custom Development Completed and Initial Testing Completed**
- ☐ **Final Preparation - End-User Training, Data Conversion, Go-live Specific Technical Testing, Center of Excellence Established**
- ☐ **Fielding - Stable System - first unit cut-over**
- ☐ **Sustainment - Fielding, Benefits Realized, Post-implementation Review, System Tuning and Upgrades**

# Evaluation Phase



## Purpose:

To provide a business and technical foundation for a SAP R/3 project that can deliver the client's expectations.



## Outcome:

- Process Change, Technical Scope & Complexity
- Project Approach
- Project Plan and Commercial Arrangements
- Hardware and Platform Requirements

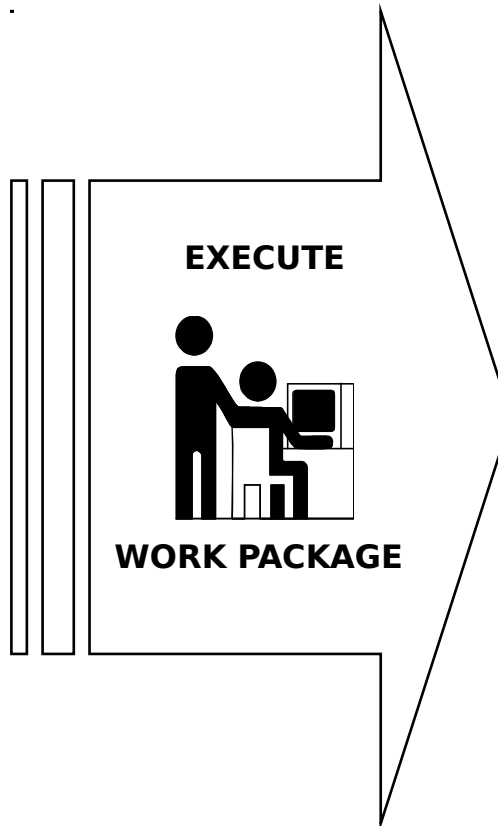
***PM LIS will provide status of deliverables at  
24 Oct GCSS-Army update to CG AMC***

# Project Preparation Phase

## Outcome:

### Purpose:

- To perform detailed project planning and scoping
- Establish the project team
- Further refine documents that were created in the Evaluation Phase



- The Project Charter is approved
- The detailed Project Plan is approved by Steering Committee
- The project team is staffed and work space is created
- Benefits Realization & Roll Out Strategies
- Initial project hardware is confirmed
- Project kick-off meetings

# ***Outcome of Evaluation and Project Preparation***



- ☐ ***Team organization in place***
- ☐ ***Fully trained and prepared project staff***
- ☐ ***Refined scope***
- ☐ ***Refined project plan***
- ☐ ***Project Standards and Procedures***
- ☐ ***Strategies and methods adopted and approved***
- ☐ ***Governance Structure and Change Management Strategy***
- ☐ ***Project Charter Approved***
- ☐ ***Project tools deployed***
- ☐ ***System sandbox established***
- ☐ ***Facilities fully operational***
- ☐ ***Kick Off Meeting***

***Ready to Blueprint !***

***Requires MDA approval to proceed***

# Near Term Actions (Sep - Jan)



## ❑ **Awarded ERP Eval/Project Prep task order on 10 Sep 03**

- Obligated FY02 funds in accordance with Ltd Obl Authority memo
- Four month effort

## ❑ **Coordinating PM ELS ERP Implementation Team staff**

- Realign PM LIS assets
- Coordinate AMC/CASCOM membership & fill for other vacancies

**Trained team must be in place for Blueprinting Phase**

## ❑ **SAP Task Force recommendations - a Project Prep Data**

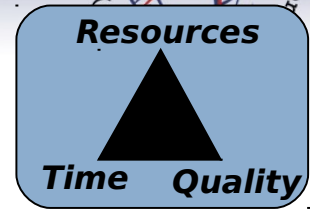
- Assess impact on roll out strategy
- Synchronize recommendation during Project Prep

## ❑ **Gain MDA approval to proceed to Blueprinting (ADM Rqmts)**

- Confirm completion of Eval & Project Prep Phase tasks
- Update Acquisition Strategy (possible change to roll out strategy)
- Conduct Cost WIPTs - Economic Analysis Development Plan
- Demonstrate Net Centric Operational Warfare Reference Model compliance
- Demonstrate Lessons Learned integration procedures (DALEI)
- Confirm BEA Compliance/Coordinate with other Domains (DUSD L&MR)

**Working comments to draft ADM with OSD**

# Risks



## ❑ **Funding - Congressional cuts**

- Direct impact on Blueprinting Phase & current STAMIS sustainment
- Future cuts will affect ERP staffing and depth/breadth of analysis
- Programmatic impact of PLM+

## ❑ **Synchronization of PLM+ & Communications architecture implementation & timetables**

## ❑ **Impact of evolving USD(Comptroller) BEA compliance requirements**

## ❑ **Effectiveness of PM ELS ERP Implementation Team**

- ERP implementation calls for quality not quantity
- Training and longevity of members

## ❑ **Evolving DoD 5000 guidance on ERP implementations**

- Adding/modifying the process & checkpoints mid-stream
- Impeding PM's ability to manage Cost-Schedule-Performance
- Extending the schedule with nominal risk mitigation benefit

**3 DoD Decision Points in 13 mos**

## ❑ **Change Management - a key component of all ERP implementations**

- Timely implementation of changes to logistics policy, doctrine, & procedures
- Cost of Re-blueprinting to revisit unresolved business processes

## ❑ **Timely Decisions**

# Project Health



| INDICATOR                              | RATING                 | COMMENTS/RISKS                                                                                                                                                                                                                                                  |
|----------------------------------------|------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>FUNDING</b>                         | <b>YELLOW</b>          | <ul style="list-style-type: none"> <li>• Rqmt for a new EA will impact funding profile</li> <li>• FY04 Congressional cuts on the horizon</li> <li>• Impact of funding SALE PLM+</li> </ul>                                                                      |
| <b>SCHEDULE</b>                        | <b>YELLOW ADVISORY</b> | <ul style="list-style-type: none"> <li>• Post Project Prep &amp; Mid-Blueprint IPRs imposing hard schedule stops (cost impact too)</li> <li>• Impact of changes to GCSS-Army roll-out strategy</li> <li>• Synchronization with other SALE components</li> </ul> |
| <b>CONTRACTS</b>                       | <b>YELLOW ADVISORY</b> | <ul style="list-style-type: none"> <li>• Task Order awarded for Eval &amp; Proj Prep - 10 Sep 03</li> <li>• Impact of decision point delays on contracts</li> <li>• Fixed price contract equals greater risk of contract modifications</li> </ul>               |
| <b>ACQUISITION DECISION MEMORANDUM</b> | <b>YELLOW</b>          | <ul style="list-style-type: none"> <li>• Final ADM pending</li> <li>• Includes tasks for PM LIS, DALEI, and DUSD L&amp;MR</li> <li>• Stipulates numerous actions in order to proceed to Blueprinting</li> </ul>                                                 |

# Help from AMC



- ❑ ***DUSD L&MR formal approval of the Single Army Logistics Enterprise study Enterprise Integration Inc. (EII)***

**As directed by ASD  
NII Ltd Obl Auth  
memo, dtd 7 Nov  
03**

**ASD PM expecting  
hard copy memo**

- ❑ ***Key PM ELS / DALEI tasks:***

- PM ELS Implementation Team staffing and training
- Coordinate and validate Change Management procedures
- Coordinated position on tactical communications infrastructure

- ❑ ***Keep non-acquisition issues from affecting PM***

***ELS Cost Schedule Performance management***

***ERP is new to our culture ...***

***...BUT represents greatest opportunity for logistics transform***

# Summary



- ❑ ***Evaluation and Project Preparation Phases on track***
- ❑ ***DALEI synchronization of SALE components is crucial***
- ❑ ***GCSS-Army Cost - Schedule - Performance and Funding remain vulnerable***
- ❑ ***Change Management and timely decisions are key to success***

# ***Recommended Content for Update to GEN Kern, 24 Oct 03***



- ☐ ***G-Army in SALE diagram***
- ☐ ***Implementation Schedule***
- ☐ ***General Objectives for ERP Implementation Phases***
- ☐ ***Outcome of Evaluation and Project Preparation Phases***
- ☐ ***Status of Evaluation Phase Deliverables (new)***
- ☐ ***Near Term Actions (Oct 03 - Jan 04)***
- ☐ ***Results of SAP Task Force's project assessment (new)***
- ☐ ***Risks (updated)***
- ☐ ***Project Health (updated)***
- ☐ ***Summary***

# Points of Contact



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# Acronyms



**AAE** Army Acquisition Executive  
**ACAT** Acquisition Category  
**AEIOO** Army Enterprise Integration Oversight Office  
**AKO** Army Knowledge-On-Line  
**AMC** Army Materiel Command  
**APB** Acquisition Program Baseline  
**AROC** Army Requirements Oversight Council  
**ASAALT** Assistant Secretary of the Army Acquisition Logistics and Technology  
**ASARC** Army System Acquisition Review Council  
**ASD NII** Assistant Secretary of Defense for Networks and Information Integration  
**ASR** Acquisition Strategy Report  
**ATEC** Army Test and Evaluation Command  
**BCS3** Battle Command Service Support System  
**BCT** Brigade Combat Team  
**BEA-Log** Business Enterprise Architecture - Logistics  
**BSM** Business System Modernization (DLA Program)  
**CARD** Cost Analysis Requirements Description  
**CCA** Clinger-Cohen Act  
**CCSS** Commodity Command Standard System  
**COTS** Commercial off-the-shelf  
**DAE** Defense Acquisition Executive  
**DALEI** Deputy G3 for Army Logistics Enterprise Integration  
**DLA** Defense Logistics Agency  
**DoD** Department of Defense  
**DOT&E** Director, Operational Test and Evaluation (OSD)  
**DUSD L&MR** Deputy Under Secretary of Defense for Logistics and Materiel Readiness  
**EA** Economic Analysis  
**ERP** Enterprise Resource Planning  
**ESC** Executive Steering Committee  
**DIMHRS** Defense Integrated Military Human Resources System  
**FCS** Future Combat System  
**FBCB2** Force XXI Brigade and Below  
**FBCS** Future Battle Command System  
**FMTF** Financial Management Tactical Platform  
**GCCS** Global Command and Control System  
**GCSS-Army** Global Combat Support System-Army  
**GCSS FoS** Global Combat Support System Family of Systems  
**GTN21** Global Transportation Network - 21  
**ICWG** Integration Control Working Group  
**ITAB** Information Technology Acquisition Board  
**IBM** International Business Machine, Inc.  
**ICS3** Integrated Combat Service Support System  
**JLWI** Joint Logistics Warfighter Initiative

**ILAP** Integrated Logistics Analysis Program  
**LMP** Logistics Modernization Program (AMC Program)  
**LIDB** Logistics Integration Database  
**JC2** Joint Command and Control  
**JRB** Joint Requirements Board (2 star level ORD approval board)  
**JROC** Joint Requirements Oversight Council (3 star level)  
**MC4** Medical Communications for Combat Casualty Care  
**MDA** Major Decision Authority  
**MDAP** Major Defense Acquisition Program  
**MDM** Master Data Management  
**MNS** Mission Needs Statement  
**OIPT** Overarching Integrated Process Team  
**ORD** Operational Requirements Document  
**OSD** Office of the Secretary of Defense  
**PBUSE** Property Book / Unit Supply Enhanced  
**PEO EIS** Program Executive Officer Enterprise Information Systems  
**PIG** Program Improvement Program  
**PLM** Product Lifecycle Management  
**PM ALIS** Product Manager, Automated Logistics & Information Systems  
**PM DCATS** Project Manager, Defense Communications and Army Transmission Systems  
**PM ELS** Product Manager, Enterprise Logistics Systems  
**PM LIS** Project Manager Logistics Integration Systems  
**PM MTS** Product Manager, Movement Tracking System  
**PoC** Proof of Concept  
**SAAS** Standard Army Ammunition System  
**SAS-G** Strategic, Architecture, and Standards Group  
**SALE** Single Army Logistics Architecture  
**SAMMS** Standard Automated Materiel Management System  
**SAMS** Standard Army Maintenance System  
**SAMS-I/TDA** SAMS - Installation/Table of Distribution & Allowances  
**SARSS** Standard Army Retail Supply System  
**SATCOM** Satellite Communications  
**SDS** Standard Depot System  
**SES** Senior Executive Service  
**SPBS-R** Standard Property Book System - Revised  
**STAMIS** Standard Army Automation Management System  
**TC-AIMS II** Transportation Coordinator's Automated Information for Movements System  
**TEMP** Test and Evaluation Master Plan  
**TMIP** Theater Medical Information Program  
**TRADOC** Training and Doctrine Command  
**ULLS-A/G/A** Unit Level Logistics System - Supply/Ground/Aviation  
**USD ATL** Under Sec of Def, Acquisition, Technology, & Logistics  
**VCSA** Vice Chief of Staff Army  
**WIN-T** Warfighter Information Network - Tactical